

**Minutes of the Board of Regents
of the Uniformed Services University of the Health Sciences**

**Meeting No. 171
May 14, 2010**

The Board of Regents of the Uniformed Services University of the Health Sciences met on May 14, 2010, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. The meeting date and agenda items were published in the Federal Register and each Regent was duly notified prior to the meeting. The Chair called the meeting to order at 9:00 a.m. Members and advisors listed below were in attendance:

Board Members

Ronald R. Blanck, D.O., Chair
Otis W. Brawley, M.D., Member
Haile T. Debas, M.D., Member
Gen Charles C. Krulak, USMC (Ret), Member
Lawrence S. Lewin, Member
Kenneth P. Moritsugu, M.D., M.P.H., Member
Gail R. Wilensky, Ph.D., Member
BG William T. Bester, USA (Ret), Acting President, USU
Charles L. Rice, M.D., Performing the Duties of Assistant Secretary of Defense for Health Affairs
Lt Gen Charles B. Green, USAF, MC, Surgeon General, U.S. Air Force
LTG Eric B. Schoomaker, MC, USA, Surgeon General, U.S. Army
RADM Richard R. Jeffries, MC, USN, representing the Surgeon General, U.S. Navy
RADM David C. Rutstein, USPHS, representing the Surgeon General of the United States

Advisors to the Board

Larry W. Laughlin, M.D., Ph.D., Dean, F. Edward Hébert School of Medicine, USU
Ada Sue Hinshaw, Ph.D., R.N., FAAN, Dean, Graduate School of Nursing, USU
COL Mark A. Melanson, MSC, USA, Director, Armed Forces Radiobiology Research Institute
VADM John M. Mateczun, MC, USN, Commander, Joint Task Force, National Capital Region Medical
COL Norvell V. Coots, MC, USA, Commander, Walter Reed Army Health Care System
Col John P. Mitchell, USAF, MC, Commander, Defense Medical Readiness Training Institute
CAPT David A. Bitonti, MC, USN, representing the Commander, National Naval Medical Center
John E. Baker, J.D., General Counsel, USU

INTRODUCTION

BG Bester introduced COL Mark Melanson, MSC, USA, to the Board. COL Melanson became the director of the Armed Forces Radiobiology Research Institute in April 2010. He was previously chief of health physics at Walter Reed Army Medical Center.

AWARD PRESENTATION

Dr. Blanck and Dr. Grunberg presented the Carol J. Johns, M.D. Medal to Col Paul A. Hemmer, USAF, MC. Dr. Hemmer, a professor in the department of medicine, is past director of the third year clerkship in internal medicine. The Carol Johns Medal honors a faculty member whose accomplishments emulate Dr. Johns' spirit by furthering the welfare of the USU faculty, promoting outstanding educational programs for students, and advancing the reputation of the university.

OPENING COMMENTS

Following welcoming remarks, Dr. Blanck summarized the status of the Academic Review Subcommittee, which was authorized by the Under Secretary of Defense for Personnel and Readiness on March 25, 2010. Once established, the subcommittee will examine the university's academic processes and policies for which the Board of Regents is responsible. Committee member nominations have been submitted to the Department.

Dr. Blanck briefly reviewed the Board's role in the annual assessment of the President, USU, and its decision to conduct a more comprehensive evaluation approximately every five years. A small work group comprised of Dr. Blanck, General Krulak and Mr. Lewin has been established to guide this process.

In response to remarks concerning USU's mission statement, General Krulak suggested that a "tag line" be developed for the university.

MATTERS OF GENERAL CONSENT

Dr. Blanck presented the matters of general consent listed below:

- Meeting dates for the coming year, emphasizing that the date and location of the Fall Meeting has been changed. The Board will meet at USU on November 8-9, 2010. The Winter Meeting is now scheduled to be held in San Antonio, Texas, on January 31-February 1, 2011.
- Minutes of the February 2, 2010, Board of Regents Meeting.
- Electronic approval by the Board in February 2010 of the Exceptional Service Medal to COL John M. Wempe, MC, USA.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the matters of general consent as presented.

PRESIDENT'S REPORT

BG Bester introduced CDR Glen Diehl, MSC, USN to update the Board on USU's new program leading to the Masters in Healthcare Administration and Policy. CDR Diehl included the following points in his remarks:

- The program responds to a need within the Military Health System by developing leaders with sophisticated administrative and policy expertise.
- Graduates will be suited for leadership roles not only for the Uniformed Services, but for Federal health policy partners and allied host nations as well.
- Administrative residencies in the National Capital Area will provide practical experience in policy implementation and execution.

Other items in the President's Report included the following:

- The university's population base for research involving human subjects has been broadened by a recent Department of Defense decision which provides new benefits for research-related injury incurred by participants who are not Department beneficiaries.
- The \$60 million collaborative study of suicide and mental health among military personnel has received an additional \$9 million from the U.S. Marine Corps. Primarily funded by the U.S. Army, the purpose of the epidemiologic study is to address the rising suicide rate among soldiers by identifying risk as well as protective factors for suicidal behavior. Assessments will include predictors for post-traumatic stress disorder, substance abuse and depression.
- During the last quarter medical or nursing delegations from Singapore, Pakistan and Thailand have visited USU to learn about its programs and the simulation center. Officials from South Korea and Israel have also visited. Both countries are exploring the establishment of a military medical school.
- The Faculty Senate is sponsoring its third Education Day on June 25, 2010. The on-going curriculum reform in USU's School of Medicine is the focus of this year's event.

BOARD ACTIONS

Degree Granting – Graduate School of Nursing

Dr. Hinshaw presented for certification 20 graduate nurses having successfully completed requirements for the Master of Science in Nursing degree. Thirteen students have completed the Family Nurse Practitioner Program, five have completed the Perioperative Clinical Nurse Specialist Program and two have completed the Psychiatric Mental Health Nurse Practitioner Program.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations as presented by Dr. Hinshaw and to recommend that the President confer the degree of Master of Science in Nursing upon each of the 20 successful candidates as stated.

Degree Granting – School of Medicine

Dr. Laughlin presented for certification and approval the Class of 2010. Each of the 162 students therein has completed the requirements necessary to be awarded the degree of Doctor of Medicine and to enter graduate medical education.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of the Student Promotions Committee as presented by Dr. Laughlin and to recommend that the President confer the degree of Doctor of Medicine on each member of the Class of 2010 as listed.

It is noted for the record that 2d Lt Gina Dattoli, USAF, MSC and 2LT Dinesh Rao, MS, USA, have not successfully completed the requirements for graduation at this time. The Board, in accordance with its decision of August 2002, delegates graduation authority for the above named matriculants to the Dean, School of Medicine.

Degree Granting - Graduate Education

Dr. Laughlin presented for certification 49 candidates to receive graduate degrees in the biomedical sciences. Ten candidates were presented to receive the degree of Doctor of Philosophy and two to receive a Master of Science. Thirty-six candidates were presented to receive the degree of Master of Public Health and one candidate was presented to receive the degree of Master of Tropical Medicine and Hygiene.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations as presented by Dr. Laughlin and to recommend that the President confer the degrees as stated.

Faculty Appointments and Promotions – School of Medicine

Dr. Laughlin presented the recommendations made by the School of Medicine Committee of Appointments, Promotion and Tenure at a meeting held on March 15, 2010. Six individuals were recommended for faculty appointments or promotions. Dr. Laughlin also presented an additional appointment to the rank of Professor of Medicine with tenure, as recommended by the Search Committee for Vice-Chair for Research, Department of Medicine.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations as presented by Dr. Laughlin and to recommend that the President implement the actions.

Dr. Laughlin presented the appointment of Vice Admiral Regina M. Benjamin, Surgeon General of the United States Public Health Service, to the rank of Distinguished Professor of Military Medicine. This appointment is term limited coincident with Dr. Benjamin's tenure as Surgeon General.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the appointment as presented by Dr. Laughlin and to recommend that the President implement the action.

Faculty Appointments and Promotions – Graduate School of Nursing

Dr. Hinshaw presented the recommendations made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting held on April 9, 2010. Four candidates were recommended for appointment to the rank of Distinguished Professor. These appointments are term limited as each of the candidates is a Federal Nursing Service Chief.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee as presented by Dr. Hinshaw and to recommend that the President implement the actions.

PRESENTATION: DEFENSE MEDICAL READINESS TRAINING INSTITUTE (DMRTI)

Col Mitchell presented a brief history of the institute, an overview of its mission and current accomplishments, and a recommendation for more effective training. His presentation included the following points:

- DMRTI is a tri-service organization located at Fort Sam Houston, Texas. The command offers medical readiness training courses as well as professional medical programs for thousands of students each year in trauma care, burn care, disaster preparedness and humanitarian assistance.
- Last year, using over 120 tri-service staff, the institute provided 16 different courses at over 50 locations and trained over 37,000 students. This represents a six-fold increase in course production and a 47 percent increase in number of students trained, both face-to-face and on-line.
- With few exceptions, less than five percent of the Department's medical readiness training initiatives are jointly developed.
- More collaboration is needed in the development of educational materials and training initiatives. Benefits would include less redundancy, reduced costs and increased recall.

In remarks following the presentation, Admiral Jeffries emphasized the difficulties of both surgical and non-surgical readiness training as conditions following a surge of blast injuries, for example, cannot be replicated in the United States. Dr. Blanck agreed, but said DMRTI has been an enormous success over the past 30 years by adding training and perspectives which were previously lacking.

REPORT FROM THE HENRY M. JACKSON FOUNDATION FOR THE ADVANCEMENT OF MILITARY MEDICINE

Services provided by the Foundation to facilitate the university's research activities include grant and contract management, financial administration, infrastructure development and administrative support. Mr. Lowe addressed several aspects of these services in his report:

- The university's research base has grown steadily in the past few years. Onsite programs increased from about \$31 million in FY 2007 to \$36 million in FY 2009. Offsite research grew from \$52 million in FY 2007 to \$53 million in FY 2009.
- The Joint Office of Technology Transfer enables collaboration between USU researchers and the private sector. Through Cooperative Research and Development Agreements and novel technology licensing, innovations are made available for clinical use and money is earned by both the university and its inventors. Current projects include a pediatric pneumococcal vaccine, a breast cancer vaccine, and a diagnostic test for Shiga toxins.
- Foundation support also includes fellowships to USU graduate students, annual assistance for Research Week and Education Day, production of the USU Annual Report and the management of 70 endowments with current assets of \$66.6 million.
- New initiatives include the Center for Public-Private Partnerships which has been established to advance military medical research through collaboration and support from organizations across the private spectrum. Ms. Cynthia Gilman, Vice President, described the center's current and future activities:
 - Federal institutions which have been successful in raising funds (such as the Service academies) are being examined as potential models.
 - Initiatives from the university for which Federal funds are unavailable will be a primary focus.
 - Upcoming events include the USU-HJF Military Medicine Symposium: Advancing Public-Private Partnerships, on September 23, 2010, and the Military Medical Awards Dinner on May 4, 2011.

CLOSED SESSION

The Board provides advice concerning policies pertaining to the successful operation and governance of the university. As information of a personal nature was to be discussed, as well as pre-decisional and attorney-client protected information related to a review forwarded to USU by the Secretary of the Army, the meeting was closed for approximately 30 minutes. A summary of the closed portion will be maintained as part of nonpublic Board of Regents files in the Office of General Counsel.

PRESENTATION OF BOARD OF REGENTS AWARDS

Dr. Blanck and Dr. Rice presented the 2010 Board of Regents Awards, which represent the highest honors graduating students can receive. The 2010 recipients are:

- Dr. Victoria Davey, Ph.D., MPH, RN, USU Graduate School of Nursing
- 2LT Liesl Grenier, MS, USA, USU School of Medicine
- Bethanie L. Morrison, School of Medicine Graduate Programs

BOARD ACTION

Postgraduate Dental College

Dr. Smith summarized the history of the proposal first brought to the Board in February 2008 to establish postgraduate dental education at USU leading to an "appropriate advanced degree." Following further consultation with the U.S. Air Force and the U.S. Navy as well as accrediting institutions, a more refined proposal was presented in November 2008. At that time, the Board recommended the establishment of the Postgraduate Dental College composed of Service-specific schools--an Air Force school in San Antonio, Texas, and a Navy school in Bethesda. In February 2010, the Middle States Commission on Higher Education authorized the university to create a new college and open a branch campus in San Antonio.

Dr. Smith presented the following action items to the Board:

- Faculty appointments for each school.
 - Thirty-three candidates were recommended for appointment to the Air Force Program.
 - Thirty-three candidates were recommended for appointment to the Navy Program.
- A course of instruction leading to the Master of Science degree in Oral Biology.
- The propriety of initiating instruction with the incoming graduate dental education class.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations as presented by Dr. Smith and to recommend that the President implement the actions.

Dr. Smith presented the appointment of Maj Gen Gar S. Graham, DC, USAF, Commander, 79th Medical Wing, Andrews Air Force Base, Maryland, and Air Force Assistant Surgeon General for Dental Services, to the rank of Professor Emeritus, Postgraduate Dental College, USU.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the appointment as presented by Dr. Smith and to recommend that the President implement the action.

REPORT FROM THE OFFICE OF RESEARCH

Dr. Kaminsky described the establishment and research focus of the Center for Neuroscience and Regenerative Medicine, which was created by Congress in 2008 to better understand, diagnose and treat traumatic brain injury (TBI). The military incidence of TBI, often due to single or repeated blast exposure, has more than doubled in the past five years. His report included the following points:

- The center is a collaborative program involving USU, the Walter Reed Army Medical Center, the National Naval Medical Center and the National Institutes of Health.
- Addressing the full spectrum of TBI includes its often close relationship with post traumatic stress.
- The center's research avenues are aimed at improving TBI recovery. They include diagnostics and imaging, biomarkers, neuroprotection and modeling, neuroplasticity, neuroregeneration, and rehabilitation and evaluation.
- USU is building a model center as injury model development is a unique focus area which will allow simultaneous studies involving human subjects and animal models.
- Research is focusing on the human olfactory system as a prototype for diagnosis, neuroregeneration and neuroplasticity.
- Patients involved in the research will be assessed fully across the TBI spectrum and followed closely regarding their response to treatments and rehabilitation protocols.

BOARD COMMITTEE REPORTS

Academics Committee

Dr. Debas summarized the four presentations heard by the committee.

- Dr. Hinshaw provided a progress report on the Tri-Service Nursing Academic Partnership Program, which has been proposed to expand the number of students graduating with a Bachelor of Science in Nursing who would then be commissioned into a military nursing service with an active duty obligation. The dean's report also contained a summary of the 70 students admitted into the 2010 Graduate School of Nursing masters programs.

In conclusion, an action item was brought to the Board concerning Department of Defense Instruction 6010.20, Section 6.3, which concerns admission policies for the Graduate School of Nursing. The Instruction currently states that admission is open to qualified commissioned registered nurses in the Uniformed Services. The Graduate School of Nursing requests that it be granted an exception to admit qualified registered nurses, including commissioned and civilian registered nurses in the Uniformed Services, Public Health Service and Veterans Affairs. This exception would allow the Indian Health Service to recruit civilian nurses into needed graduate programs.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the request as presented by the Graduate School of Nursing and brought before the Board by Dr. Debas and to recommend that the President forward the request to the Office of the Assistant Secretary of Defense for Health Affairs.

- Dr. Laughlin's report included the following items:
 - Curriculum reform in the School of Medicine, which was presented by co-directors of the process, Dr. Alison O'Brien and Dr. Louis Pangaro. Changes will include the promotion of life-long learning, small group teaching, a focus on competency, an introduction to patient care in the first year, and an extension of basic science teaching into the fourth year.
 - The university's post-MD medical training programs received five year accreditation status from the Accreditation Council for Graduate Medical Education.
 - CAPT Margaret Calloway, MC, USN, has been appointed Associate Dean for Recruitment and Admissions and Dr. Brian Reamy has been appointed Associate Dean for Faculty.
- Dr. Grunberg reviewed recent and upcoming Faculty Senate activities such as the well-attended Packard Lecture, delivered by Floyd Bloom, M.D., Professor Emeritus, University of California, San Diego; monthly meetings with university administrators to discuss issues and increase open communication; and the Spring Faculty Assembly, which will provide a year-end report and announce members of the 2010-2011 Faculty Senate. In his summary of the briefing Dr. Debas emphasized the importance of good communication between USU's leadership and the faculty.
- Dr. Smith presented a brief comparing two salary systems using the hypothetical hires of four faculty members as examples. Both systems were based on the X+Y+Z formula where X is the base academic salary, Y is compensation based on comparability, and Z is compensation for academic and administrative productivity. In each case, the salary system used presented no dramatic impact on recruitment for the position.

Following discussion of inherent tensions concerning faculty salary issues, Dr. Moritsugu reminded the Board that some university departments are short-staffed because of deployments. He said remaining faculty then assume extra responsibilities and duties, both clinical and academic, and that perhaps it would be fitting for the Board to acknowledge these additional efforts. Dr. Blanck agreed, and suggested that staff investigate this issue before the Summer Meeting.

Finance and Administration Committee

Dr. Brawley summarized the primary points of each report presented to the committee.

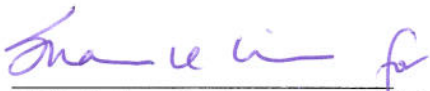
- Dr. Smith provided a status report on Building F, which will be designed as an education and research facility and which will alleviate current needs, meet accreditation standards and allow for both planned and anticipated program growth.
- Mr. Tinling reported that the current planning figure for USU's FY 2010 Operation and Maintenance budget is \$147,346,000 with an obligation rate of 45 percent and that the outlook for the remainder of the fiscal year is consistent with the plan.
- Mr. Rapp reported that the university is still correcting vulnerabilities associated with the DoD Information Assurance Accreditation and Certification Process. Other ongoing initiatives include the installation and integration of a new system which will encompass registrar, admissions and alumni information.

- The responsibilities of the Office of Review and Evaluation have been expanded to include oversight of USU's accreditation activities as well as organizational assessment programs. Mr. Henske described new roles and also reported that the office has conducted four internal inquiries on referred matters, completed the university's annual Statement of Assurance, and is involved in several internal program audits.

ADJOURNMENT

There being no further business, Dr. Blanck adjourned the meeting at 3:00 p.m.

SUBMITTED:



COL Robert J. Thompson, MSC, USA (Ret)
Acting Executive Secretary, Board of Regents

APPROVED:



Ronald R. Blanck
Chair, Board of Regents

Prepared by Janet S. Taylor